US Army Recruiting Command

Textbook to Playbook to Audibles

Executive Overview--Recruiting Doctrine

USAREC

Deputy Commanding Officers (DCO)
Brigade Chiefs of Staff (CoS)

and Battalion Executive Officers (XO)

8 September 2006

by

MSG John Provost

Agenda

- Doctrine Defined
- Summary of Doctrine Development
  - Why Change
  - Doctrine-Vehicle for Transformation
  - Historical Perspective
- Current Status
- Basic Design Considerations
- Conceptual Underpinnings Operational Doctrine
- Scope and Scale
- Highlights of UM 3.0, Recruiting Operations
- The Army Interview
- The Way Ahead

Tolstoy: "Everybody wants to change the world, but nobody wants to change himself."

Doctrine

US Army Historical Perspective

"ONE OF THE SERIOUS PROBLEMS IN PLANNING AGAINST AMERICAN DOCTRINE IS THAT THE AMERICANS DO NOT READ THEIR MANUALS NOR DO THEY FEEL ANY OBLIGATIONS TO FOLLOW THEIR DOCTRINE"

FROM A RUSSIAN DOCUMENT

"THE REASON THAT THE AMERICAN ARMY DOES SO WELL IN WARTIME, IS THAT WAR IS CHAOS, AND THE AMERICAN ARMY PRACTICES CHAOS ON A DAILY BASIS."

A GERMAN GENERAL OFFICER

Doctrine

- **Defines, in terms of existing capabilities, how the Army intends to conduct operations.**
- **Is the collective wisdom of past, present, and future operations.**
- **Is the body of thought on "how" the military operates in present to near term with current force.**
- **Is basis for *How to think* about operations and *what to train, not what to think.***
- **Provides an *Authoritative guide for leaders and soldiers:***
  - ***Freedom to adapt to circumstances,***
  - ***Principles foster initiative and creativity,***
  - ***Are followed, except when in the judgment of the commander, exceptional circumstances dictate***

Why Change?

- **USAREC is changing doctrine--how we operate--**
  - **Command and Control of Recruiting Operations**
  - **From Sales to a Leadership based approach**
    "The Army Interview"

- **Why**
  - **Last published 1989 and is obsolete**
  - **Use doctrinal change to:**
    - **Foster climate of innovation**
    - **Establish common lexicon**
    - **Resonate with millennial generation and their influencers**
    - **Base for institutional, unit, & self-development training**

Doctrine--Vehicle for Transformation

ASSUMPTIONS

The Nation remains at War

Army End-Strength Increase

Economy Improves

Base Closures Continue

Unemployment Decreases

There will not be a "Walk-in" Army

Propensity Declines

Decline in key Centers of Influence

CURRENT ENVIRONMENT

Focus **Process/Sales**

FUTURE ENVIRONMENT

Leaders **Innovative/Adaptive**

DOTMLPF

Doctrine

Organization

Training

Materiel

Leadership

Personnel

Facilities

Must Address

Organization

Resources

Critical recruiting skills

C2 (command & control)

Technology

Changing Market

Recruiting Operating Systems

Institutional and Sustainment Training

Leader Selection and ***Development***

To Produce

Recruiting Force that possesses:

Rapid strategic and operational response to market

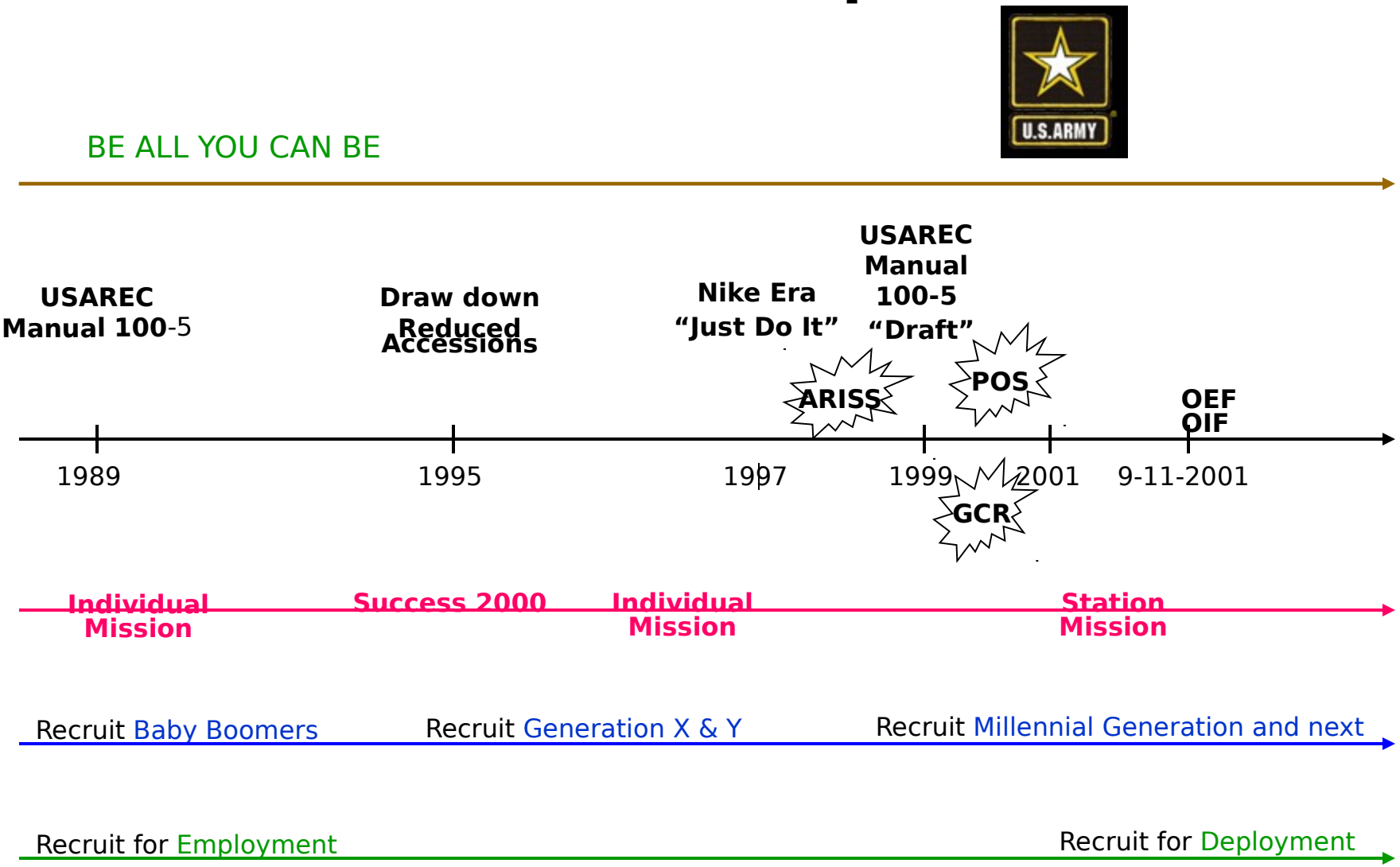
High levels of operational and tactical awareness

Network centric operations

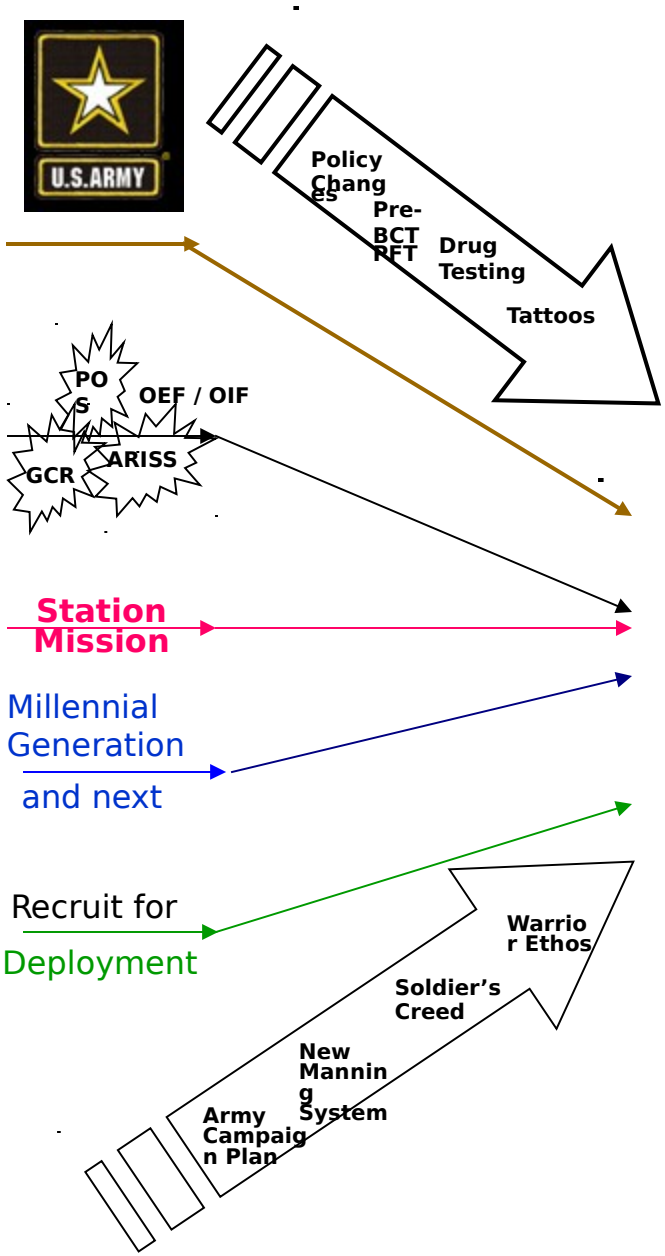
An innovative and learning organization

Soldiers want to COMPETE to become recruiting leaders

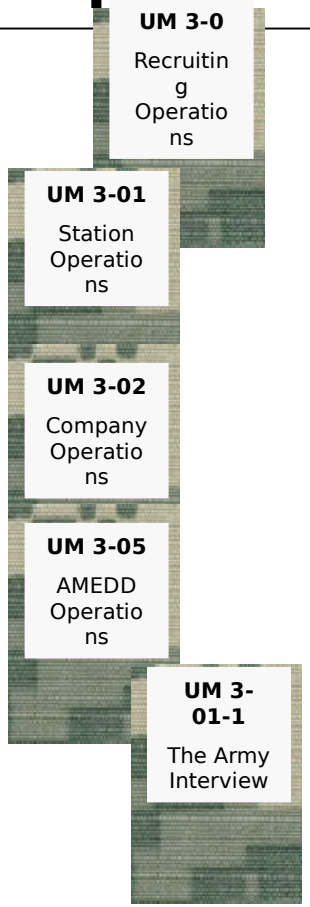
Historical Perspective



Current Status



While developing "How to Think"



Reduced administrative requirements

USAREC Reg 350 Series → USAREC Reg 601-107

Rescinded:
UR 350-6
UR 350-7
UR 350-9
UP 350-7
Op Mgmt Sections
UR 350-12
UR 601-37

Original title	Original pub number	New title	New number	Remarks
Recruiting Operations	USAREC Manual 3-0	Recruiting Operations	3-0	*No change*
Recruiting Station Operations	USAREC Manual 3-01	**Recruiting Company and Recruiting Station Operations**	**3-02**	Company and station manuals have been combined into one manual
Recruiting Company Operations	USAREC Manual 3-02			
Recruiting Brigade and Battalion Operations	USAREC Manual 3-03	Recruiting Brigade and Battalion Operations	3-03	*New publication*
Medical Recruiting Operations	USAREC Manual 3-05	Medical Recruiting Operations	3-05	*No change*
The Army Interview	USAREC Manual 3-01.1	**The Recruiter Handbook**	**3-01**	Two manuals combined into one new manual
Recruiter Handbook	USAREC Manual 3-01.2			
USAREC Training and Leader Development	USAREC Reg. 350-1	*New publication*		
Army Medical Department Recruiting Program	USAREC Reg. 601-37	*No title change, but revised and updated content.*		
Operational Management Systems	USAREC Reg. 601-107	*No title change, but revised and updated content.*		

Basic Design Considerations

- **Enduring Doctrine** (2-3 Years)
- **Systemic** (Recruiting Operating System) vice Task Orientation
- Will include subordinate TTPs, **integrating technolog**
- How we tell **The Army Story**
  - Millennial Generation
  - Influencers
  - Soldiers
- **From General Schoomaker's Relevant and Ready**
  - ***See*** First (Common Recruiting Picture)
  - ***Understand*** First
    - Identify Centers of Gravity
    - Knowledge Based on Recruiting Operating Systems
    - Adaptive, through synthesis of information
  - ***Act*** First
    - Asymmetrical Markets
    - Decentralized Decision Making
  - Finish ***Decisively***
    - Mission Box
    - Exploit Market and Recruiting Operations

Shift the Command's Focus

Regulations "The Process"

Teach
Coach
Mentor

Eliminate Focus on

PROCESS

AM

AC

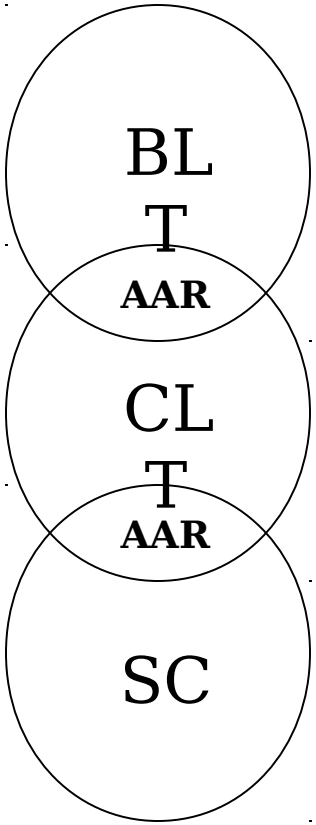
T

TP

Current Mindset
Responsibility
Complexity

Who is on the floor?

Have you talked to your shippers?



Implement Focus on

INNOVATION

Where are your market of opportunities?
(Must win, must keep?)

What high speed avenues of approach will you use?

Learning Org
Experimentation
Teaming
Critical Thinking

What training is planned to support decisive and shaping operations? Can you sustain these ops?

Have you integrated prospecting plans with Paragraphs 4 and 5 of the 816?

What guidance have you given for the **deployment, employment**, and **exploitation** of all available recruiting assets?

Risk Adverse
Linear

Intelligent Risk Taking
Non-Linear

Conceptual Underpinnings

See First, Understand First, Act First, Finish Decisively

Leadership Based
Self aware and adaptive leaders
Intelligent risk taking
Reward innovation
Technology is a tool, not an end

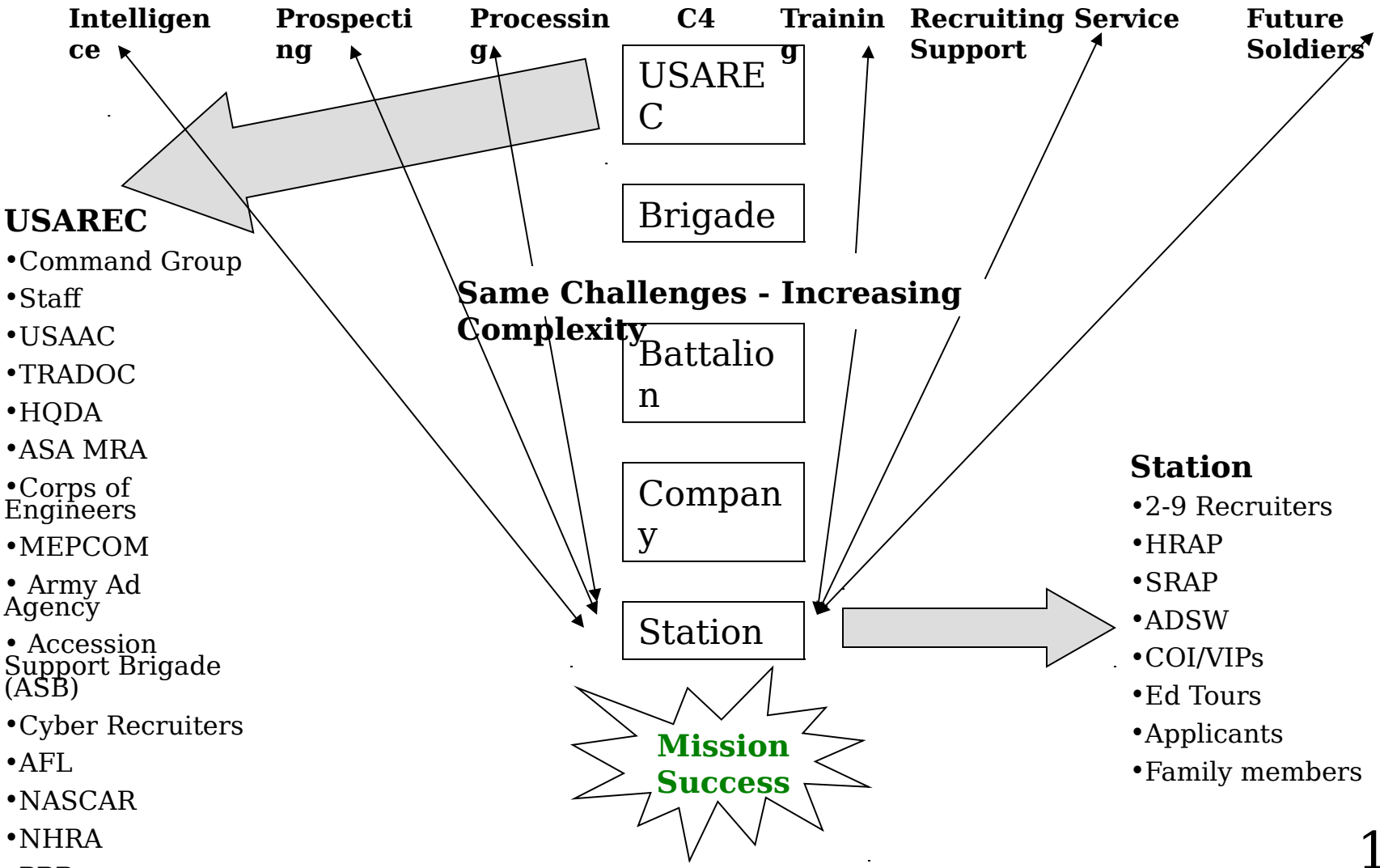
Network-Centric Operations
Internal, External, & Interdependent
Information Superiority

Commanders
Visualize, Describe, & Direct
Common Recruiting Picture
Rule of 50

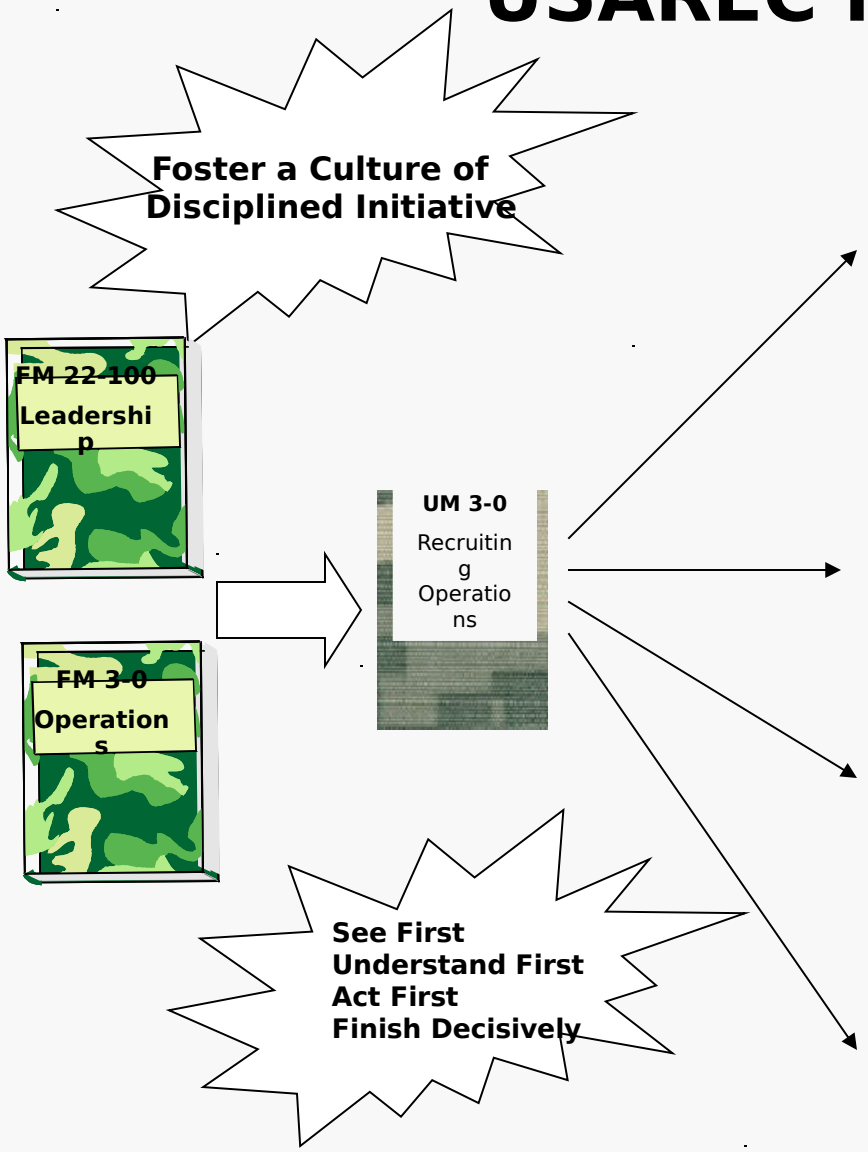
Operations
Decisive, Shaping, & Sustaining
Situationally aware
Create conditions for future success
Targeting and Massing concepts introduced
Direct ops thru Recruiting Operating Systems (ROS)

Warrior Ethos/ Soldier's Creed (TAI)
Integrated into The Army Interview
Woven throughout operational concept

Scope and Scale



USAREC Manual 3-0



Part 1 The Recruiting Environment

Chapter 1 USAREC and the Role of Recruiting

Chapter 2 Network-Centric Recruiting

Chapter 3 The Operational Environment

Part 2 Foundations of Recruiting Operations

Chapter 4 Recruiting Operating Systems

Chapter 5 Recruiting Service Support

Chapter 6 Art and Science of Recruiting

Chapter 7 Command

Chapter 8 Intelligence Preparation of Market

Chapter 9 Position and Mission the Force

Part 3 Recruiting Operations

Chapter 10 Decisive Operations

Chapter 11 Shaping Operations

Chapter 12 Sustaining Operations

Part 4 Connecting with America

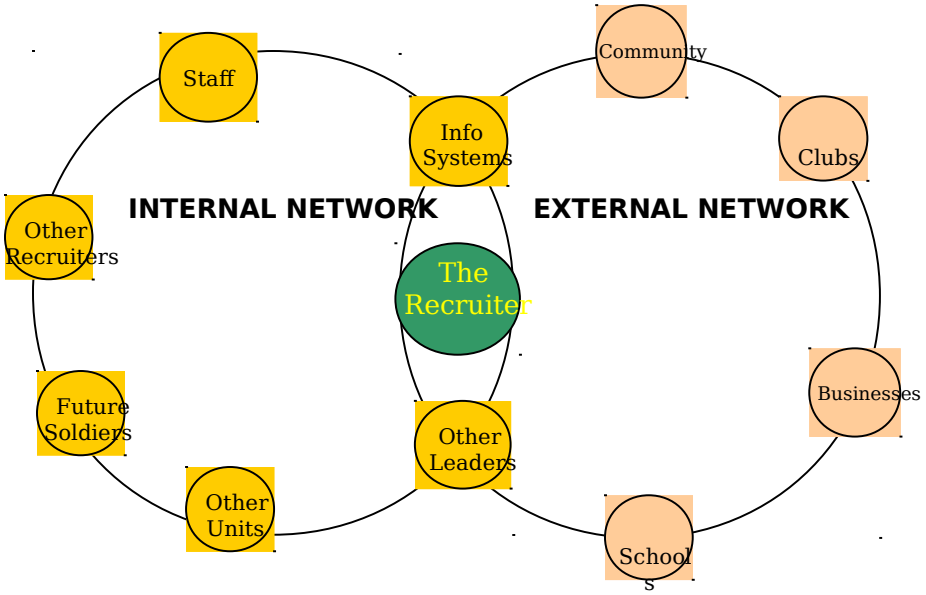
Chapter 13 The Recruiter, The Face of Our Army

Chapter 14 Telling an Army Story (An Army of One)

Kellogg's makes Corn Flakes and talks of production and work ethic. This is US ARMY Recruiting Command and we conduct recruiting operations--we don't make Corn Flakes. We set standards to achieve mission, train and conduct operations to standard.

Network-Centric Recruiting

“Knowledge dominance causes quality decisions by adaptive, creative people and IT provides Soldiers with the leverage they need to win our nation’s wars.” *General Gordon Sullivan, former Chief of Staff US Army*



Recruiter Centered Network

Three Types of Recruiting Operations

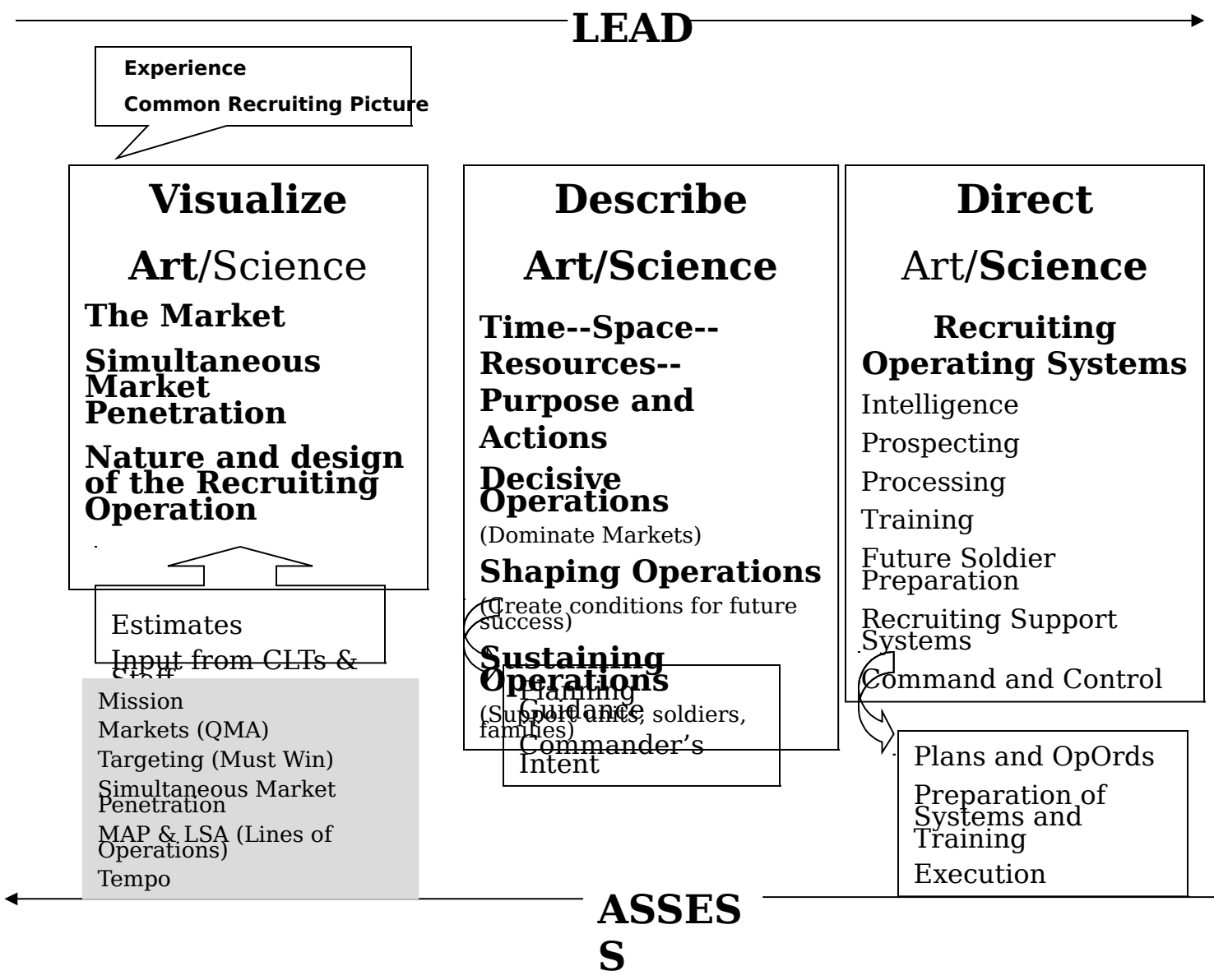
Leaders at every level must be able to simultaneously conduct

- **Decisive Operations** (relentless and aggressive execution of operations to standard)
  - **Mission Box**
  - **Dominate the Market**

- **Shaping Operations** (create conditions for future success)
  - **Create or preserve opportunities for success**

- **Sustaining Operations** (support Soldiers, units, and families)
  - **Ensure freedom of action**
  - **Maintain momentum**
  - **Exploit success**

Command


LEAD
Experience
Common Recruiting Picture
Visualize
Art/Science
The Market
Simultaneous Market Penetration
Nature and design of the Recruiting Operation
Describe
Art/Science
Time--Space--Resources--Purpose and Actions
Decisive Operations
(Dominate Markets)
Shaping Operations
(Create conditions for future success)
Sustaining Operations
(Support units, soldiers, families)
Direct
Art/Science
Recruiting Operating Systems
Intelligence
Prospecting
Processing
Training
Future Soldier Preparation
Recruiting Support Systems
Command and Control
Estimates
Input from CLTs & Staff
Mission
Markets (QMA)
Targeting (Must Win)
Simultaneous Market Penetration
MAP & LSA (Lines of Operations)
Tempo
Planning Guidance
Commander's Intent
Plans and OpOrds
Preparation of Systems and Training
Execution
ASSESS

The Army Interview

Telling an Army of One Story

“Transformational leadership involves strong personal identification between followers and the leader.” *Military Leadership by Robert Taylor and William Rosenback, 1996*

- **Transformational Leadership**
- **Development of The Army Interview (TAI)**
  - **Developmental Counseling Format**

    (“Make the most of yourself, for that is all there is to you.” Emerson)
  - **Goal Setting**
  - **Pathway to Success**
- **Five critical tasks**
  - **Prospecting**
  - **Interview and Counseling**
  - **Processing**
  - **Leading Future Soldiers**
  - **Follow up**

The Army Interview

Leading Applicants to a Decision

- The Army Story Based Upon
  - Army values
  - Soldiers creed
  - Warrior ethos
- Build Credibility and Trust
- Leadership versus sales driven
- Still asks for the commitment
- Non-linear

FM 22-100

Army Leadership

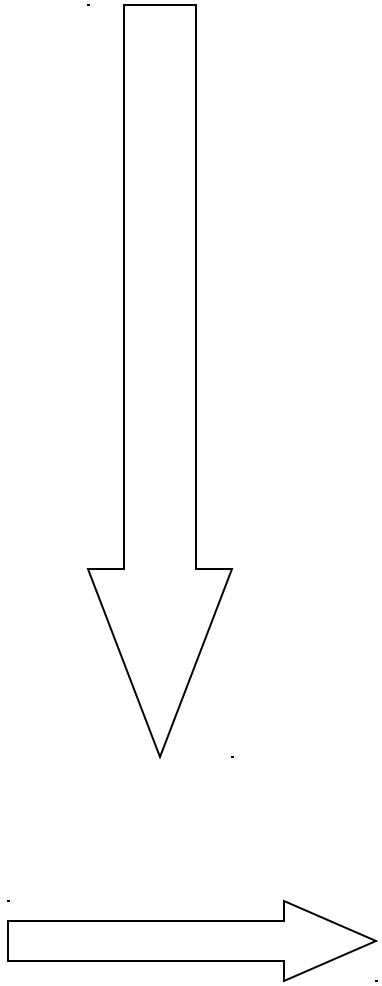
Three Targets

- The Market
- The Soldier
- The Army

THE ARMY INTERVIEW

Transformational Leadership

Leader Behavior	Follower Reactions
Establish trust & credibility	Identification, respect, willingness to cooperate
Developmental counseling (what's important in life)	Emotionally engages applicant
Communicate high expectations	Envisions ideal future
Show individual concern (individualized mentoring)	Confidence to achieve
Show self-sacrifice	Engender personal commitment



Message Delivery the Key to Success

- **Operational practices are useless unless they can be explained**
  - **Internally**
    - **USAREC**
    - **Army-wide**
  - **Externally**
    - **Potential applicants**
    - **COI/VIPs**
    - **Country-at-large**
- **Decision to act on a message is based on**
  - **Content, what it said**
  - **Context, how it is said (framed)**
- **Market's perception of recruiting based on message framing**
- **If framing the message is important, we must**
  - **Focus on how the message is received by the market**
  - **Be aware of how others are "framing" USAREC and the Army**
  - **Must revise delivery of message to resonate with the market and the Army**

George Lakoff, PhD, Cognitive Linguistics, USC Berkley, Don't Think of an Elephant: Know Your Values and Frame the Debate

Textbook -- Playbook -- Audibles

Questions

“The Army begins with the US Army Recruiting Command. America needs to know that we build heroes--both in terms of their sons and daughters whom we recruit, and the officers and noncommissioned officers who recruit them.” *MG Evan Gaddis, former CG, USAREC*

Backup Slides

Interview Process

BUILD TRUST & CREDIBILITY

- **Identify the Need**
- **Prepare for Interview**
- **Opening – An Army Story**
  - **Army Values**
  - **Warrior Ethos**
- **Conduct Goal Setting (True Passion)**
- **Problem Solving**
  - **Identify the Problem**
  - **Facts and Assumptions**
    - **S- Service to Country**
    - **O- Occupational and Career Enhancement**
    - **L- Leadership/Management Development**
    - **D- Diversity**
    - **I- Income**
    - **E- Excitement**
    - **R- Respect**
- **Generate Alternatives**
- **Analyze and Compare the Alternatives**
  - **Personalized Army Story**
- **Make a decision- Engender Commitment**